

5 November 1979

PERS 79-6525

MEMORANDUM FOR:

USI/LSD/BSB

STATINTL

FROM : Deputy Director of Central Intelligence  
SUBJECT : Your Suggestion Concerning the Work Schedule  
of Around the Clock Offices

1. Thank you for your memorandum on rotating shift work. I have asked the Office of Medical Services to review your suggestion and I have attached their response. Both your memorandum and the OMS memo have been referred to the Administration Directorate for information in the flexitime implementation.

2. I appreciate your continuing concern for employee well-being.

STATINTL

Frank C. Carlucci

Attachment

Distribution:

Orig - Addressee

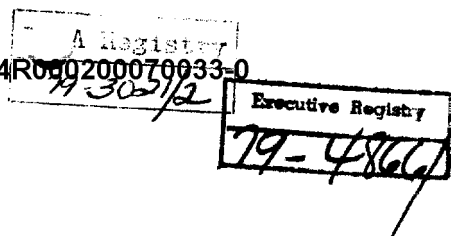
✓ - EO/DDA

1 - ER

STATINTL

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200070033-0

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200070033-0



24 September 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence

STATINTL  
FROM:

[redacted]  
Acting Director of Medical Services

SUBJECT: Suggestion Concerning the Work Schedule  
of Around-the-Clock (24-hour) Offices

STATINTL

REFERENCE: Memorandum for DDCI from [redacted]  
(OSI/LSD/BSB), dtd 18 Sept 79, same subject  
(ER 79-4866)

1. The Office of Medical Services (OMS) has reviewed the referenced memorandum and, while we are in general agreement that there are physiological and psychological stresses associated with rotating shift work, we do not agree that switching to three permanent eight-hour shifts would necessarily reduce these problems.

2. In July 1977 the OMS Psychological Services Staff summarized the literature available on this subject which showed inconsistent views. Also, in 1978, the OMS Psychiatric Division conducted a stress study of the CIA Operations Center, where personnel work under a variety of shift schedules. Though some stress was found, no significant consequences, either to the employees or production, were detected.

3. The Office of Medical Services believes that the best approach to scheduling problems, at least initially, is for the office concerned to attempt to work out a schedule which is satisfactory to the employees and would satisfy the requirements of management. If this cannot be done, OMS could assist in developing a schedule which would minimize the stress and best maintain production. STATINTL



Executive Registry

18 SEP 1979

79-4866

MEMORANDUM

TO: DDCI

79-3001

FROM:  OSI/LSD/BSB

SUBJECT: Suggestion Concerning the Work Schedule of  
Around the Clock (24 hr.) Offices.

Most of the 24 hour offices are operated around the clock because of their critical nature. It seems ludicrous that what is known about human behavior and physiology has not been used in scheduling working hours for these offices. I suggest that permanent shifts of a standard 8 hour duration replace both rotating shifts and 12 hour extended working shifts.

If I were to submit a plan to MAXIMIZE physiological and psychological problems along with the concomitant errors in judgment is those critical offices which have to be manned on a 24 hour basis, I would introduce a work schedule having rotating shifts whose duration was 2 weeks or less. If their performance was not deficient enough, I would extend their hours so that they were working 12 hour shifts.

There is a significant body of empirical evidence which indicates that it takes humans about 2 weeks to adjust to major changes in their day-night cycles. There is some evidence that with repeated changes the body adapts more rapidly; but the adaption period is still several days. Therefore, with rotating shifts, people have to attempt to overcome actual physiological handicaps.

There have been a number of studies which have catalogued the mixture of physiological and psychological difficulties associated with rotating shifts. Difficulties with sleep, appetite, digestion, and social relationships are the most common problems reported. Also mentioned are morale problems, unusually high sick leave use, rapid turnover, and burnout (a psychological state in which one is not able to cope with the stress of the environment).

Admittedly some people may not see rotating shifts as a major problem, or perhaps, even a problem worth considering. I see rotating shifts as a matter of managerial insensitivity and lack of knowledge. There seems to be no apparent compelling reason for the use of such shifts. Their use cannot be supported on logical/emperical grounds.

The data concerning the length of the work period is somewhat ambiguous. It appears that in general lengthening the standard working day leads to a drop in productivity per hour. Although people may not loose efficiency in a crisis situation or an experiment lasting two or three days, objective measures indicate that most people do not maintain their previous average performance with work periods as long as 12 hours.

There seems to be a simple alternative of switching to three permanent 8 hour shifts. I would suggest the following shift hours as just one example of how to spread the undesiralbe hours among the shifts and to appeal to varous types of people: (1) Main Shift - 1200 to 2000- This shift is especially for the person who does not begin to function fully until late in the morning. (2) Night Shift - 2000 to 0400 - This shift may appeal to those who are "night persons" - the kind of person who feels that he/she is functioning at his/her best at the end of the day. (3) Morning Shift - 0400 to 1200- This shift would be for the person who finds it difficult to sleep until sunrise. All the shifts would provide time for employees to conduct business, arrange medical appointments, etc., during traditional working hours withoutnecessitating the use of annual leave and minimize the conflicts of commuting by avoiding peak rush hours. In order to entice people to work these shifts(the agency may not have a particular skilled person with midday, evening, or morning tendencies) incentive systems could be used. If the reward is large enough (for a particular person this could include pay and annual leave) , people are able to learn to adapt to a new physiological pattern.

I am not claiming that these shifts would solve all the problems associated with night work. Permanent shifts would tend to reduce these problems

I felt that I should make these comments because of my expertise as a psychologist and as a person who had over a years experience working an 2300 to 0700 shift before coming to the agency

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CENTRAL INTELLIGENCE AGENCY  
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DD/A Registry

OFFICE OF THE DEPUTY DIRECTOR

4 October 1979

NOTE FOR: EO/DDA

Attached is OMS opinion on flexitime  
psychological aspects. It is a reaction  
to [redacted] letter to the DDCI.

Please keep in mind as you move out  
on flexitime implementation.

[redacted]  
SA/DDCI

Attachments:  
ER 79-4866 & /1

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